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TAB C

Recommendation No. 5:

The DD/I with the Director of Personnel devise a system that will permit the promotion to supergrade of selected estimators without changing their positions or responsibilities. This should be done with the utmost discretion and only in those cases where it is determined that it is in the best interests of the Agency.

A: This is now provided for with the approval by the DCI of a number of "pool" supergrade slots in the DD/I for just such a purpose. Two individuals, one from ONE, have been nominated for promotion under this system.

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Recommendation No. 17:

The DD/I transmit a personal copy of each estimate to selected Government officials to widen the readership and increase the influence of estimates among policy makers. Each copy should be accompanied by a personal letter from the DCI, DDCI, or DD/I requesting an evaluation and comments of its utility.

A: The standard distribution of NIEs now numbers about 400 and all appropriate policy makers in the Executive Branch do or can see them. I question the need for a personal transmittal and believe the request for evaluation and comment on each estimate might be an unacceptable burden on senior officials.

Recommendation No. 19:

- The AD/NE submit to the USIB via the DD/I a proposal for review of USIB committee coordinating and publishing procedures; that the review be performed by the Assistant to the DCI for Coordination.

A: This suggestion may have some merit. However, the decision to carry it out is closely bound up in the considerations of the estimating process which I wish to discuss with the DCI.

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Recommendation No. 20:

The DD/I establish the policy of holding face-to-face discussions between appropriate estimators and U.S. policymaking officials on the terms of reference of each forthcoming national intelligence estimate; that the notes of such discussions be appended to the present terms of reference for each forthcoming estimate.

A: Present procedure on terms of reference calls for CIA to coordinate them with USIB agencies. In most cases this is sufficient.

The best way to get at the problem here is for ONE to pin down the requestor of the NIE (White House, IAS, etc.) as to exactly what it is they want covered.

To try to personally involve policy makers in this exercise would be impractical in most instances.

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Recommendation No. 21:

The DD/I in concert with the Assistant to the DCI for Coordination propose to the USIB a review of management aspects of the USIB estimating process for the purpose of recording agreed deficiencies in estimating performance, improving procedures, establishing standards of personnel selection and career management, and evaluating periodically the objectives and levels of research effort in the intelligence agencies.

A: I do not feel the review suggested here is the responsibility of USIB or of the Assistant for Coordination. It is the continuing responsibility of the DD/I and the DCI.

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